

U.S. ARMY RECRUITING and CAREER COUNSELING

journal

FEBRUARY 1976



Budget cut means

'banking' on our people more



Some ideas on the subject of saving money

As you know by now, USAREC suffered a serious budget cut and it's not likely to be a temporary one.

So, as usual, USAREC is depending on its recruiters to help out. Here are some suggestions.

Don't just pick up the phone and dial. Think about your call beforehand and keep it short and specific. Use AUTOVON, WATS or FTS whenever possible.

Be sure to SPEAR every candidate before making the trip to the AFEES. If there is an obvious disqualification, don't send the prospect anyway "just in case."

In the same vein, effective use of the MET will also save on travel.

Another way to save "dough" on the AFEES side of the house is by making accurate projections the day before taking applicants to be tested. A fee basis physician at \$100 a day is good enough reason to be sure of your projection.

Another area where a bundle can be saved is by efficient use of USAREC vehicles. With the re-

quired reduction of average mileage to 1400 miles a month, the recruiter must plan ahead. If you normally stop at a town every Tuesday, determine what you'd lose if you were to stop only every other Tuesday.

The same applies to housecalls. Try to schedule weekly calls by neighborhood. Also double up on recruiters going to the same or to nearby zones.

Combine and confine police checks and birth verification runs from the station to a specific time of the day so all can be done at one time.

Hold recruiting expenses to \$25 and get advance approval to exceed. Area and DRC commanders should insure that field recruiters have access to recruiter expense and all other personnel (overhead OOE) are limited to situations which require them to work with applicants or CIs.

A growing problem is the number of dropouts from the Delayed Entry Program. There are certain circumstances where a discharge won't be questioned — a college scholarship or pregnancy. However,

an unqualifying weight gain, for example, could be avoided if the recruiter would keep in contact with his DEP enlistees.

Don't coerce a prospect into grabbing a school seat with the fear that he will never find another. In the long run, it will not pay off. For every enlistee lost from the DEP, there has to be another to replace him. That costs the Command double to fill one space.

Ah yes, don't forget that project SMART board. That board has information that will eliminate the need to work areas that give no return.

Taking care of your recruiting station like you would your home will also result in a large savings. Be sure to turn off lights and keep down the thermostat, especially when you are out of the office. And treat your equipment and facilities with care. Maintenance these days is very costly.

The budget crunch is not going to make the job of recruiting any easier. No argument there. But if anyone can do the job, the Army's recruiting force is the one.



Views and Reviews



Major General
Eugene P. Forrester

Our Nation's bicentennial year will be one of great challenge for USAREC. The short history of the volunteer Army has been outstanding. We have gone through the numbers phase and the quality into the right person, right time, right job phase. Each new requirement has been taken in stride. We can expect even greater challenges in 1976.

Specifically, we are going to have to do the same demanding job with fewer resources. The most apparent reduction will be in our budget. We will have fewer dollars to work with this year.

Equally as important, we will be authorized fewer people to do the job. These critical decisions were made in line with overall Federal reductions; we will support them. Coupled with fewer people and dollars, we can expect reduction in some of the "talking points" we have been using. Enlistment bonuses will be fewer and smaller. The future status of the GI Bill educational benefits remains uncertain.

What does this mean to me, the commander, and you the recruiter?

It simply means that we must manage our resources more effectively. We must use our people wisely and at those points where returns are the greatest. We have to get greater returns on every telephone call, every auto trip, every interview. We are going to have to make better use of the options we have left.

There is no question in my mind that we can absorb our resource reductions and still get our job done. We have gained valuable experience in the past 3 years; we're a lot more professional! Each of our recruiters is better trained and has better, if not more, tools with which to work. Our new recruiters are coming on the job better trained. In short, our staff will be smaller but better.

Professionalism is the key.

In this issue we salute the top recruiter of FY 75. I challenge each field recruiter to make an all-out effort in 1976 to be the top recruiter of FY 76! With this type of spirit, 1976 will be a decisive year for USAREC...decisively outstanding. We must seek nothing less.

The Army depends on us; we must continue the string of successes chalked up. I am confident we can do it.

Good Recruiting!



EUGENE P. FORRESTER
Major General, USA
Commanding



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COVERS

USAREC's FY 76 budget cut requires the Command to dig deeply into its resources — chief of which are the recruiters in the field. The Command is "banking" on all of them to come through.



SFC Willie Jenkins, "representing all recruiters," accepts the Recruiter of the Year award from the Secretary of the Army.



Letters

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Commander

**U.S. Army Recruiting Command
ATTN: USARCASP-C (Journal)
Fort Sheridan, Ill. 60037**

Distinctive Items

Would you please clarify which distinctive items of uniform and accessories recruiters are authorized to continue to wear. There seems to be considerable difference interpreting USAREC Reg 670-1.

SFC Jerry Shelton
Decatur, Ill.

The basic authorizations are contained in AR 670-5 for men and AR 670-30 for women. Paragraph 14-19c refers to the airborne insignia and paragraph 14-48a(4) refers to the infantry cord. Wearing recruiting badges and infantry cords by recruiters is covered in AR 672-5-1. Nowhere does an authorization appear for recruiters to wear red or green berets, drill sergeant hats, red-white-blue "leadership" tabs or other locally devised uniform items; a revision to USAREC Reg 670-1 will be in the field in February.

Vehicles

I have a specific grievance. That is: assistant area commanders should have the right, by regulation, to drive government vehicles duty-to-domicile.

I may be new to this business, but I know that the only man who does more running around than I do is my E8 assistant. He deserves the privilege; and in my case and most others, it would save the government money. Why can't, or won't, the regulation be changed?

CPT Mike Armstrong
Orange Area Commander
Santa Ana DRC

The logistics people at USAREC recognize your argument and heartily agree with you; unfortunately, they are not the approving authority. Headquarters DA is. Although Log has been trying to get the approval you seek, they haven't been able to get it. The DA IG has recognized this, too, as a potential inequity. Currently the only people authorized the duty-to-domicile government vehicle privileges are area commanders, production recruiters and AFEES testers working MET sites.

Rhyme and Reason?

This letter is in reference to your article on medical waivers (page 25, October issue.) The article reads in part, "If the condition which disqualifies the applicant is relatively minor, the request for waiver has a better chance than if the condition is severe. In other words, a request for waiver involving the absence of one finger would more likely be approved than for the absence of a hand."

One of the recruiters from this office transported a man to the St. Louis DRC . . . (he) was missing the index finger on his left hand and he is righthanded. While in the hall of the medical section he was advised he would be rejected and was refused the physical.

I would like to know why this man was not afforded the opportunity to see the doctor, take the physical, or be recommended for a waiver?

SFC Harold E. Jones
RS, Festus, Mo.

According to Dr. G. R. Heisel, the USAREC surgeon, a person with an obvious physical disqualification may be extracted from the medical exam line, but the service liaison representative (senior guidance counselor) can request he be put back in for an official medical determination. In a case of missing fingers, how much of which finger is missing is the determination of being fit. The strength of a hand is the total strength of the fingers, and not all fingers are equal; complete lack of an index finger is not waivable, but complete lack of a little finger can be waivable.

Recruiter Selection

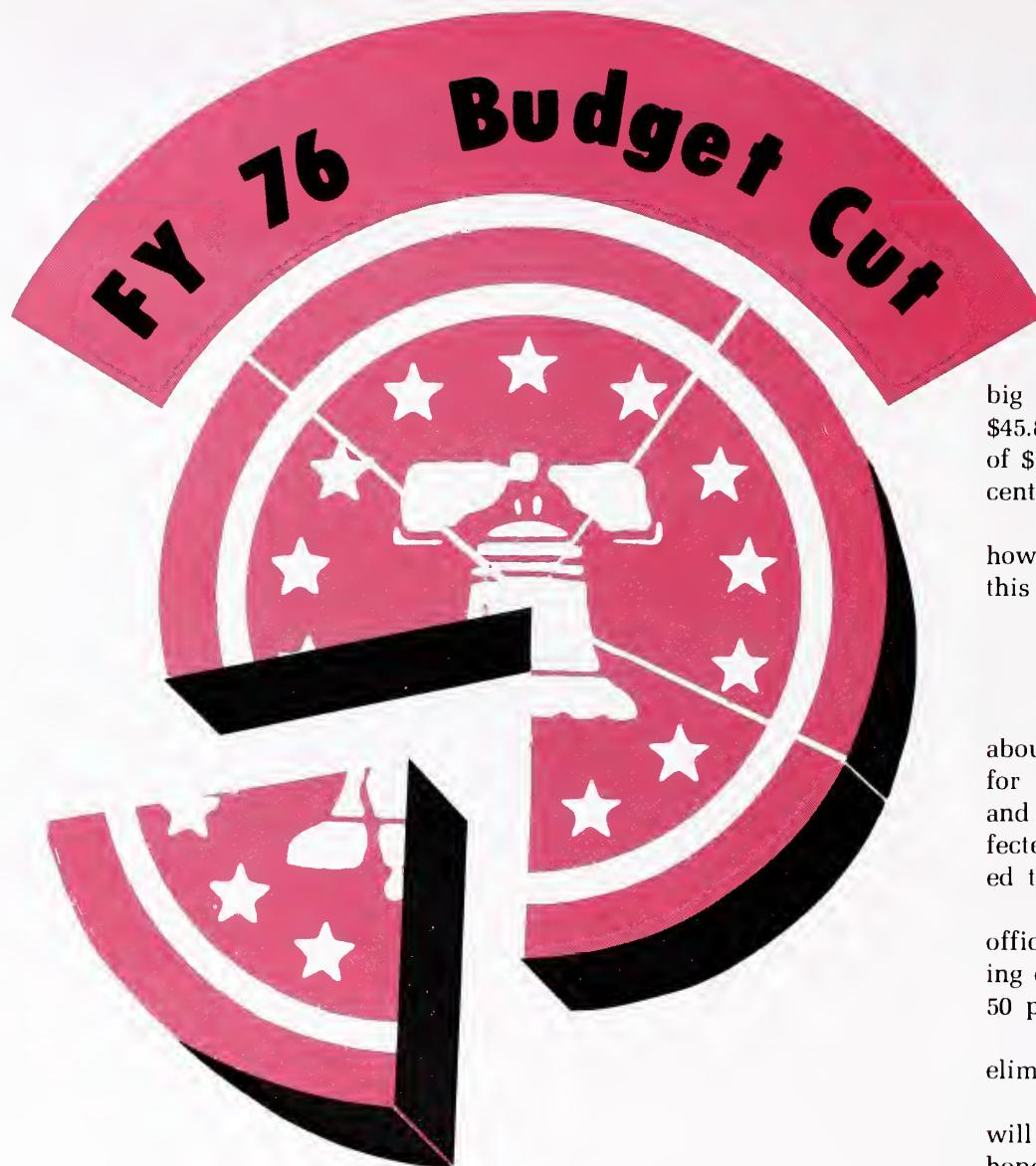
I would like to see some information on what recruiting vacancies exist, and the latest information on helping non-OOE personnel apply for recruiting. Some encouragement might help get more personnel to apply for recruiting slots upon return from overseas.

SGT Edwin B. Haynes, Jr.
709th MP Battalion
Frankfurt, Germany

USAREC is always looking for good NCOs as prospective recruiters. Since mid-January, a recruiter selection team has been permanently assigned in USAREUR. They are located in Building 8 (DCSPER) at Campbell Barracks (Room 306). They will be visiting every major unit and installation in USAREUR twice a year. They are tentatively scheduled for the Frankfurt area in April; MSG Humphries of V Corps or SGM Moran of the 3AD should have the exact schedule by now. Information will also be on AFN, in Stars & Stripes, and in unit and command newspapers.

People within 5-12 months of DEROS and without MILPERCEN assignments can be accepted. No curtailments of foreign service tour are authorized for those selected.

Recruiting vacancies change from day to day, so no list of slots that we could publish would be valid the next day (See August 1974 Journal, p. 12).



No matter how you slice it

In August of 1974 the USAREC Command Budget estimate for FY76 went to the Department of the Army to be submitted to Congress as part of the President's budget. That figure was \$131.5 million.

Then in April 1975, a more detailed Command Operating Budget went to DA. After some massaging (with the assumption there would be a budget cut) DA sent USAREC \$117 million.

Congress then got a shot at the budget, bringing the final figure in at \$100.7 million. That's a sizeable cut no matter how you slice it.

From start to finish there was a reduction of \$31.5 million. As of November 30, 1975, roughly 37 percent had been obligated. The projection for spending during that period was about 42 percent, showing that through cost-consciousness spending has been at a lower rate than might have been expected.

The cut in the budget is broken down into two categories: advertising and recruiting/testing.

Recruiting and testing (which includes AFEES processing) dropped from \$85.7 million to \$72.7 million.

Advertising, however, was the big loser. That budget went from \$45.8 million to \$28 million — a dive of \$17.8 million or just over 39 percent.

As it looks right now, here is how the cut will affect the rest of this year's advertising.

Media

There will be a reduction of about 6 1/2 or 7 million in the budget for ads in magazines, newspapers, and outdoor buys. The ads most affected will be those primarily oriented towards influencers.

Ads dealing with professional officer programs, such as the nursing or legal professions, will be cut 50 percent.

Reenlistment ads will be totally eliminated.

This cutback, unfortunately, will result in reduced leads, but, hopefully, not to the same extent as last year when the national advertising budget was cut.

Films

Of the 10 career field films programmed for production this fiscal year, only four will be completed and distributed. Partial work will be done on two others.

RPIs

Approximately 25 brochures, pamphlets, and posters will be coming out during the rest of the year, including reprints. About five of these will be aimed at non-prior service markets and five others will have information on Project AHEAD. The remaining RPIs will concern reenlistment and the professional services.

Radio programs

The budget cut will bring to an end the "Gene Price", "Robert W. Morgan," and "Billy Pearl" radio programs after the March 1976 distribution.

TV public service announcements

PSAs will be limited to three new spots and updating some existing spots. TV newsfilms and documentary featurettes will be terminated.

Giveaway and promotional items

Items in the promotional/give-away category will have to be severely curtailed, including the elimination of a "Wilderness Challenge" handbook.

Promotional tours for the "Golden Knights" and "Silver Eagles" will be drastically reduced.

The proposed skill clinics, which would have included lessons on survival/rescue, automotive training, marksmanship, and motorcycle training, will not be conducted. However, efforts are being made to retain the popular Sports Clinic program.

Education

In the education department, education liaison programs have been curtailed to a sustaining level.

"Career Day" materials will be limited to the reprinting of existing materials in limited quantities.

The proposed reprinting and revision of the Educator Package is still up in the air. Its future will be decided upon soon.

Local ad funds

For those of you concerned

about local ad funds, an all out effort is being made to maintain the current spending level of \$4.8 million.

The damage done to the Recruiting and Testing portion of the budget was not as severe. But it will mean certain cutbacks and the elimination of a few programs.

In some cases, recruiting stations will be closed to move recruiters closer to the market.

It appears that plans to upgrade and relocate some of the AFEES have been killed, at least for the present.

The Market Studies and Analysis Directorate at headquarters reports that a cut in their budget means fewer attitudinal research projects will be started. This will mean that MSA will be unable to evaluate new programs such as Project AHEAD to the extent previously expected. Such information has been valuable in the past in creating strategy and making decisions for the Recruiting Command.

Another area feeling the crunch involves USAREC's vehicles. We control 5500 vehicles, approximately 89 percent of them "rented" from GSA. It costs \$63.50 a month plus 8¢ a mile for the light sedans, and \$56 a month and 6.5¢ a mile for compacts. Headquarters is requiring that the average mileage per vehicle be reduced from 1500 miles per month to 1400 miles per month. If each vehicle is driven 100 miles less per month, that is a savings of \$462,000 (5500 cars x 100 miles x .07¢ average per mile x 12 months). Since recruiter mobility is not a luxury, but a necessity, it is not likely that there will be further cuts in this direction.

In another light, there has been a moratorium declared on the acquisition of all equipment. Any request for exception to this policy must be submitted in writing to the Director, Logistics at Headquarters, along with full justification. There cannot, however, be any action to requisition equipment until written approval has been received.

Another area for cutback is TDY travel. The use of rental cars must be reduced, along with the number of travelers to one destination. Conference and seminar travel is also severely restricted. The travel ceiling set for each RRC must not be exceeded.

Overtime pay for civilian employees is another expenditure that faces a cutback. Better time management and even workloads should help take up the slack.

Accurate projection of applicants into the AFEES is an easy way to cut processing costs. Fee basis physicians cost \$100 per day regardless if they look at one applicant or a hundred. If the command could cut back on the need for their services, it would be well worth it.

The news from the "battle of the budget" isn't all bad, however.

For example, the plan for ASVAB centralized testing is going ahead on schedule. But, the budget cut could mean a lack of some of the equipment and supplies needed to take over-all service testing.

The re-organization of the AFEES (see page 8) is, at least at the present time, going along on schedule. Cutbacks in travel and equipment could hamper the efficiency of the new organization, however.

And rest at ease, budget cuts will in no way affect the REQUEST system. The funding of this computer operation is part of the MILPERCEN budget.

While Professional Development is expecting a cut in their spending, the basic program is not expected to change.

The computer up-grade project at headquarters is also going to continue as planned.

All in all, common sense and good management are the key to completing our mission in spite of the budget cut. Everything possible is being done to avoid cutbacks that will directly affect the efficiency of the recruiting force in accomplishing its mission.

The new AFEES(C)

USAREC is going to have a baby!

The name has already been picked — Armed Forces Examining and Entrance System Command (AFEESC). The exact birthdate is not known, but best estimates are for no later than 1 July.

What is about to happen is that the AFEES function, long managed by the Army for DoD, will become a more service-integrated force with an Air Force brigadier general assigned as the Deputy Commanding General AFEES initially (the position will be filled on a rotational basis between the services). The Deputy CG AFEES will serve under the commander of USAREC.

How will this reorganization affect USAREC?

- The commander of USAREC will still exercise overall control of

the AFEES function with the DCG as the commander of the sub-function.

- The cadre of the new command will be drawn from the Production Management Directorate of USAREC. Production Management later will be withdrawn from USAREC and will become the AFEESC Management Directorate.

- The 66 current AFEES will be relieved from assignment to the five regional recruiting commands and assigned to the three AFEESC sector headquarters.

- The three sectors will be located on the east coast, the west coast and the Midwest.

- In keeping with the joint force structure, the sectors will be commanded by officers from the various services. As is the case with the DCG AFEESC, the positions will

be filled on a rotating basis: for example, one sector may have a Navy captain in command with an Air Force lieutenant colonel as deputy commander; at change of command the sector might have a Marine Corps colonel in charge and an Army lieutenant colonel as deputy.

- The staffs of the AFEESC headquarters and the three sectors will consist of representatives of the services.

- The headquarters staff will include, in addition to the DCG's office and a chief of staff, directorates of military personnel, testing, AFEESC management and resources, as well as administrative, legal, inspector general, medical, operations, systems analysis, information/liaison, test score control, research and management analysis, logistics and comptroller divisions and other support activities.

- The Armed Forces Vocational Testing Group from Randolph Air Force Base was assigned to HQ USAREC in January of 1976. The functions performed by AFVTG will become an integral part of the AFEESC.

Few, if any, of these actions will take place overnight. Rather, a seven phase program is now underway to provide for a smooth transfer of functions as well as to maintain day-to-day operations during the transition.

Some of the actions which will take place between now and July are the selection and moving of the staffs for the headquarters and the sectors, coordination with the services in the implementation of the plan, selection and furnishing of working areas, training of new staffs, revision of plans and instructions, establishment of sector boundaries and funding allocations.

As with every major reorganization, a lot of background work will go unnoticed. But when the new command is fully operational, all the services will benefit from a more compact, more tightly organized command which helps *all* the services meet their recruiting requirements.



ARMY NURSE RECRUITING IN '76

Seems everybody's celebrating big birthdays this year and the Army Nurse Corps is no exception: during America's bicentennial year, ANC celebrates its 75th year. Though the Nurse Corps can trace its history back to 1775 when the Continental Congress authorized medical support for the Continental Army, officially ANC got its start on February 2, 1901. On that day the Nurse Corps (female) became a permanent corps of the Medical Department under an Army reorganization act.

Of course, that little historical tidbit isn't going to fill the ranks of the Nurse Corps. So, getting right to the point, what information ought the average Army recruiter to know about this option.

First, there are recruiters whose sole job is to recruit nurses. The TDA calls for 25 NCO nurse recruiters and 17 ANC counselors. Each region has a nurse coordinator; the NCOs and other ANC officers are attached to DRCs according to the nurse QMA (based upon schools offering the BSN and working BSN nurses).

For your edification and use, the ANC coordinators are:

NERRC — CPT Ruth Lewis
SERRC — CPT Dale Duffle
SWRRC — CPT Larry Moss
MWRRC — CPT Kenneth
Morrill

WRCC — CPT Dennis Reicker
(San Francisco DRC)

These people will be able to refer you and your questions to the nurse recruiter or counselor nearest you. It's information you should have at hand.

When you do contact your Nurse Corps representative, be sure to find out from him or her what accredited BSN schools are in your area. That knowledge could come in handy, too.

Another bit of information of possible use to you is that found in the basic regulation on the subject of "Personnel Procurement: Army Nurse Corps" (AR 601-37). Yes, recruiters, there is a reg.

If the day should come when you receive an inquiry about Army nursing, here are the basics:

As of FY 1975, the only people permitted to enter the Army Nurse Corps are those holding a Baccalaureate Degree in Nursing from a nationally accredited school. Clinical experience is preferred, but not essential. At this time the Army offers no pre-commissioning school programs.

Projections for FY 76T indicate that 180 qualified nurses will be needed, and that 400 to 500 nurses will be required in FY 77. The greatest need today is for nurses with an interest and/or background in ob-

stetrics, operating room, pediatrics and/or medical (intensive care).

Those are the basics as of today. This information will no doubt change so your best bet at all times is to refer candidates to the nurse recruiter in your area.

Finally, it might be of some interest for you to know what is being done to assist nurse recruiting efforts in the line of advertising. Currently available to the field is the black and white folder "What's it like to be an Army nurse?" (RPI 565). In addition, each DRC has a 15-minute "Super 8" film entitled "The Challenge of Army Nursing." By mid-February, regions should have limited quantities of the prestige graduation card (RPI 578 — "Congratulations").

Things to look forward to include: RPI 564, "The Bright Adventure of Nursing;" a four-color version of RPI 565, the Nurse Corps' answer to "The Post Book" ("Your Ward is the World"); and three new ads appearing in the professional journals of nursing during the 3rd quarter of FY 76.

Read up on the Army Nurse Corps. You'll find that Army Nursing '76 offers challenges, responsibility and opportunities to develop professionally, the likes of which the Continental Congress never dreamed.



A recruiter's success depends in large part on being known by the people in his area. The "grass roots" conception of the Army's representative in any city or town in the USA may need boosting, and there are two ways it can be done.

First, in the Portland DRC, a short, intensive effort was used to foster a better "grass roots" opinion among influencers. . . .

By RON HOSS

**N.W. Ayer ABH International
Portland, Oregon**

Not long ago the Portland DRC developed a program called Project CRIP (Community Relations Improvement Program). It amounts to a concentrated effort aimed at reaching members of a selected community — particularly influencers — with a two-fold message: today's volunteer Army and the Army's 200th birthday.

CRIP is designed to be implemented in smaller communities, those of less than 50,000 population. The project plays itself to the media, civic organizations and the local educational community.

A function of the A&SP division with participation by the Ayer field account executive, CRIP amounts to a mini task force which visits a community and concentrates on maximum recruiting exposure for a short period of time, usually a week.

Working several months in advance, local civic organizations — Rotary, Kiwanis, Lions, Soroptimists, Chamber of Commerce, etc. — are contacted as to the possibility of featuring an Army spokesman at their regularly scheduled meeting during the week. Naturally, some clubs will already be booked, but usually in a small community several speaking engagements can be arranged. A listing of the civic clubs and their current officers and mailing addresses is usually available from the local Chamber of Commerce.

These speaking engagements lend a public forum

Watering the grass roots

and a credible reason for press coverage, as opposed to a press conference which nearly always seems contrived.

When a sufficient number of civic clubs have been contacted and arrangements firmed, a letter is sent to the mayor of the city, or to the chairman of the county commissioners where the program might embrace several communities in a county. The letter requests that a week be set aside as "Modern Volunteer Army Week" and it spells out just what the Army hopes to accomplish during that week.

When the official agrees, a ceremony is set up in his office and a representative from the DRC presents a proclamation in formal ceremonies. As an added feature, which enhances photo coverage, a newly enlisted local individual is asked to participate. He's billed as the community's newest soldier.

With "Modern Volunteer Army Week" in full swing, speeches are presented. For the most part, the men's groups are handled by the area commander with the station commander in the audience where he can make one-on-one contacts with club members.

Women's groups, such as the Soroptimists and the Association of Professional Women, are the province of a female officer or recruiter. Here the subject matter is usually tailored to include new opportunities for women in the Army.

Speakers determine the pace of the talk and may use a DRC-prepared slide presentation on the subject. However, most civic groups receive an abundance of film and slide presentations, and they may respond much better to a live speaker using a minimum of notes and aids.

Speeches are usually about 20 minutes long. This allows the club to complete opening formalities, eat lunch (if it's a noon meeting), the speech and the questions that usually follow. The members then are back at their work by about 1:30 p.m.

As part of the week's activities, a luncheon is scheduled and invitations are sent to high school counselors and local college officials. A main topic is Project AHEAD. It's difficult to get counselors together this way, but usually enough show up to make the presentation worthwhile. The key to acceptance is pre-luncheon follow up in the form of calls to counselors to remind them of the luncheon.



Captain Robert Killebrew, Eugene area commander, checked the list of service clubs in Klamath Falls, Ore., before the CRIP program began in that city. Speeches before the Rotary and Kiwanis clubs were part of Captain Killebrew's participation.

Counselors who cannot make the luncheon are asked for appointments at their schools.

All visits and speeches are sprinkled with appropriate sidebar stories to "localize" or "humanize" presentations.

The news media are brought in early so that Army exposure is multiplied. A personable WAC is good copy for the women's page or a TV talk show. Radio stations are visited and become part of the overall week's program.

Other people to be included, as time permits, include the superintendent of schools and the school board members, retired military people living in the town, and the manager of the local employment office.

CRIP can be greatly aided if a retired Army officer, for example, is a strong member of the community. He can know the people and talk to them on a first-name basis.

CRIP is a program that requires coordination and follow up. It is a versatile program that can be as all-encompassing as pre-planning can make it. It allows the DRC to give special treatment to a community and gain considerable favorable exposure.

Watering the Wiregrass roots

And in the Montgomery DRC, a longer-term effort to involve civic affairs with Army affairs in the "Wiregrass" area of Alabama was used.

By BOB LANSCHE
Montgomery DRC

It was a time for bold action. A recruiting station was not meeting objectives. It slipped to an all time low in May of 1973 when only 20 percent of objective was met. Preliminary observation revealed that the civilian community of concern was largely unaware of Army recruiting efforts in the area. This one point was thought to be the key to the dilemma. It was decided then to arouse community interest by bringing to its attention the advantages of close Army and community associations.

"Project Help Yourself" unfolded. Its goal: to involve, within three to six months, local civic affairs with Army affairs in such a manner as to spur recruiting.

The dwindling recruiting area was southeastern Alabama. It has a catchy nickname: "Wiregrass." One of the first publicity devices was the slogan, "Today's Army has skills the Wiregrass needs." This was made to appear on billboards, in newspapers, in periodicals and in broadcast messages.

Appearing concurrently was another grabber, "I've got 300 good steady jobs." This message supplemented intensive efforts to acquaint the populace with the local Army recruiters. It was used with pictures of recruiters on billboards and in a variety of hand-out items.

Soon the area realized that the Army was a solid and essential member of the community. They learned how recruiting efforts were handled. They knew where the recruiting station was. They knew its hours of operation and its field schedule. They knew the recruiters' names, ranks and uniforms.

Following introduction of the recruiting process, the announcements of job availability and skills for the Wiregrass, was the launching of the "Help Yourself" concept.

"Help Yourself" begins with getting a man into the Army. Quite often the new recruit is unskilled and fresh out of high school. During his service the Army adds experience, education, job training, maturity and physical development. Ideally, the soldier serves at a nearby Army installation that adds to the locale's economic income. On completion of service, he returns to civilian life trained and ready to undertake skilled or professional employment. The Army has relieved the community of the cost and time in development of human resources.

As this concept fell upon receptive ears, the community began to pick up the pace. Local officials, Chamber of Commerce, the Rotary club members and other business organizations grasped the significance of Army and community associations.

Through speeches, press conferences, radio and television commentaries, "Help Yourself" appealed to prospective recruits and a large portion of the civilian population. Benefits returning to the community when one of its members goes into the Army were fully defined. Soon the enlistment rate began to climb: 133 percent in less than six months, over 225 percent of objective after nine months.

The difference was simply in pointing out all of the economic and civic gains that could be attributed to the Army. When the magnitude of civic benefits was realized, the local communities endorsed the Army with support and action. Response to the Army's needs by the community was evident shortly after the "Help Yourself" concept was revealed.

The Wiregrass recruiting station has been averaging a steady 150 percent of objective monthly.

"Help Yourself" works. Let your community know the Army is on hand and that you, the recruiter, and the community-Army association can accomplish worthy objectives if all work together.



How many times have you heard a fellow OOE say, "I'll do anything, absolutely anything, to get a station command"? Maybe you've said it. If you have, do you really mean it? Are you suited for command responsibility? Have you really considered what having a station entails?

If you haven't, try these questions on for size. You may learn something about commanding a station and about yourself.

1. Are you willing to devote all hours of the day and night, seven days a week to the job?

2. Is your wife willing to do likewise when necessary in order to make a happy "Army family" within your station?

3. Are you willing to put family second, if necessary, to the station, zone, DRC, USAREC and the Army?

4. Are you willing to learn, teach and lead without believing your great talent for bigger things is being wasted?

5. Are you willing to take the hard knocks that come with responsibility for the failure of your subordinates?

6. Can you juggle all the balls of training, vehicle maintenance, test administration, inspection, finance, supply and public relations without dropping any of them?

7. Do you like young people? Can you live with

their energy, points of view and the problems they create?

8. Are you able to do many things concurrently or are you a consecutive doer? Can you manage a complex job?

9. Can you receive and carry out orders? Are you a good follower as well as a good leader?

10. Can you stand competition from other stations within the zone and DRC and still retain a spirit of co-operation and teamwork with them?

11. Are you physically and emotionally fit to carry the lead?

12. Do you have the courage to make and stand by tough decisions?

13. Are you and your family willing to live in a goldfish bowl, where your actions are closely observed by both subordinates and superiors?

14. Are you enthusiastic and cheerful when confronted with seemingly impossible tasks to be performed, on occasion, with less than adequate means?

If you can answer "yes" — with enthusiasm — to these questions, then you may very well be ready for a job as station commander. I can assure you, no assignment in USAREC will give greater satisfaction or enable an NCO to contribute more to the Army, the country or to himself than that of station commander.



CATS HAVE NINE LIVES, it's been said, but the occasion is rare when a cat can share them with three people.

This story began on a brisk Harrisburg, Pa. morning when **Sergeant First Class Doris Zentmeyer**, Army guidance counselor, was finishing an interview with applicant **Lydia Clower**. While witnessing Lydia's signature on the contract, she noticed a movement inside Lydia's coat and out popped a black kitten.

"Can my cat go with me?" she asked.

Well, Army policy states that anything with more than two legs cannot enlist. So, sorrowfully, she handed over her kitten to SFC Zentmeyer who promised to find a new home for it.

A quart of milk, one box of cat food and two days later, Marine **Corporal Elizabeth Montalvo** of the USMC recruiting station in Harrisburg, accepted the tiny ball of fur. (SP5 Philip J. DeIvernois, Harrisburg DRC)

SPOKANE RECRUITERS are on the air themselves in their efforts to save time and money. Like this: "KGN 1241 Base to Unit 4 . . . when you depart your present location, pick up an applicant — Dan Ryerson — at 1302 East Cherry, and take him to AFEES."

SGT Dave Whalen
answers, "Unit 4 to
KGN 1241 base,
Roger."



KGN 1241 are the call letters belonging to the citizens band radio unit operating out of the Spokane-North recruiting station. Unit 4 is one of six mobile units which have been installed in the recruiting vehicles of both the Spokane-North and Spokane-South recruiting stations.

Although not a hot news item in this day of mass communications, it is unusual because recruiters paid for the units with their own money. They are finding out now that the radios' installation is saving time

and miles driven in GSA vehicles.

According to **SFC Jerry Gumm**, Spokane-North station commander, "One vehicle on the road can handle a dozen errands without returning to the station. And it makes a good impression on prospects when we can pick them up at their homes within minutes after an appointment is made."

Since the early morning hours are hectic for both stations, each mobile unit calls in for special instructions, such as was the case with applicant **Dan Ryerson**.

Besides Gumm, North station recruiters **SSG Larry Lanham** and **SFC Joe Lessard** have their own CB radios; **SSG Bob Alexander**, **SSG Dave Sheridan** and **SSG Mike Coffman** at the South station have units. The South station operates three mobile units without a base unit, so close coordination must exist between the two stations. Should the South station need to reach one of their mobile units, a telephone call to the North station is all that's required, and the message is relayed immediately.

The emergency aspects of having CB communications were also brought home recently when **SSG Lanham** was seriously burned after an explosion in his camper. A fellow CB operator was on hand to give first aid and then contact another CB operator, who alerted emergency personnel at the nearest hospital. When Lanham arrived, a burn team was waiting. Any unnecessary delay could have had serious consequences since Lanham had burns over 30 percent of his body.

The CB radios are mounted in GSA vehicles with GSA permission; they are so mounted that they can be taken out in a few minutes and transferred to the recruiters' own personal cars, antennas and all.

None of the recruiters would commit himself when asked whether it was hobby or duty that caused him to spend over \$200 of his own money for the CB units. (MSG Ray Levine, Seattle DRC)

CAPITALIZE ON YOUR TALENTS and involve yourself in community activities accordingly, says **Staff Sergeant Bob Walton**, who was once accepted by the Metropolitan Opera before joining the Army.

Now a recruiter in Alpena, Mich., **SSG Walton** employs his talent as a vocalist with the Lumbermen's Chorus, a northern Michigan barbershop group. Walton and his fellow barbershoppers perform throughout the state of Michigan. The group is a member of the S.P.E.B.Q.S.A., the national barbershop chorus organization with 36,000 members.

"Besides being fun and something I like to do, my participation with the chorus puts me in contact with many CIs, and that has really helped my recruiting," Walton says of his two-year involvement with the chorus.

Walton lists educators, businessmen, clergy and law enforcement officials as members of the 47-man Lumbermen's Chorus.

Walton, who serves as booking agent for the non-profit making chorus, is always introduced as an Army sergeant and performs many solos.



SSG Bob Walton, the "Singing Recruiter," warms up his vocal cords in the recruiting station in preparation for an appearance of the Lumbermen's Chorus.

A former New England Conservatory of Music student, Walton takes part in other local musical activities which give him exposure as an Army recruiter.

He helped direct a high school musical play this past spring and does a little bit of everything for Alpena's annual Girl's Club musical follies. He also devotes time to the annual Muscular Dystrophy telethon.

During the summer, when musical events taper off, Walton manages a Babe Ruth League baseball team.

As Walton's community projects have been increasing, so has his production record increased beyond the 100 percent mark. (Michael Galbreath, Lansing DRC)

RPI'S CAN BE USED ALMOST ANYWHERE, but **Staff Sergeant Ron Norwood**, recruiter in Lander, Wyo., has found another way to use the Career Day Shopping Bags (RPI 918). Lander area schools are so small that Norwood was hard put to use even his initial distribution of the promotional item for career days.

Norwood contacted local merchants who cater to the high school crowd, and now record shops, teen clothing stores and major discount houses distribute them to customers on rainy or snowy days.

The only trouble now, according to Norwood, is getting enough shopping bags to satisfy the demand. (Glenn R. Troester, Denver DRC)

THE STUDENT NURSES ASSOCIATION of Florida held their annual convention at Daytona Beach and the Army nurse recruiters were there on cue.

Master Sergeant Ned Elsberry of SERRC and **Sergeant First Class Mike Holt**, the Southeast's top nurse recruiter in FY 74 and so far in FY 76, greeted the 500 attending student nurses with personal snapshots and handouts.

As an attraction at the ANC exhibit, the recruiters provided Army nurse die cuts with the heads off. Each student nurse visiting the exhibit was given the opportunity to pose behind a die cut for a photograph. The combination of "student nurse head" and "Army nurse die cut" returned a photograph in an Army uniform. The attraction proved to be a crowd gatherer and provided an outstanding source of contact.

"This type of state or regional convention provides a prime source of contact with student nurses and results in Army nurse prospects," according to MSG Elsberry. The nurse program is already closed for FY 76 in the Southeast region, but the three month period of FY 76T, July through September, requires an additional 21 nurse commissions. Sergeant Holt said, "The additional 21 commissions leave us no time for relaxation and will require continual participation in college career days and attendance at state nurse board examinations to insure meeting objectives."

Sergeant Elsberry added, "Basic recruiting procedures have never been forgotten by SERRC's nurse recruiting team, and this has been a key to their success."

As top nurse recruiter in the Southeast, Sergeant Holt continually maintains contact with colleges offering a four-year nursing degree. He believes the degree requirement makes recruiting more difficult, but not impossible.

Sergeant Holt was also a successful field recruiter before joining the nurse team. He is considered a great help to other field recruiters because he also makes NPS referrals to local recruiters. (Jacksonville DRC)



AS THE HELICOPTER HOVERED over the field, then settled onto the grass, hundreds of Rigler School students, teachers, parents and news reporters watched the doors open.

"Joe the Gorilla," **Sergeant Joe Rudie**, a Portland DRC recruiter, leaped out of the helicopter amid the screams of delight from the school children. "Joe" raced among the students, shaking hands and mussing hair. Then he jumped on a police car, but a siren burst from the amused policeman took care of that.

It was all part of the publicity for Rigler's annual carnival. **Sergeant First Class Bob Betker**, local station commander, joined forces with students and parents to help organize the carnival. The pre-carnival publicity was designed by **Mrs. Lynn Smith**, the parent coordinator, and the local recruiters. The Army Reserve unit in Salem, Ore., provided the helicopter and a crew to fly the recruiters to the school. Mrs. Smith provided the gorilla costume and a 54-inch teddy bear which was donated as a prize.

Sergeant Rudie provided all the antics of a friendly gorilla on the playground and later in the classrooms. Later, the students were allowed a closer look at the helicopter.



A not-too-thrilled policeman is about to tell "Joe the Gorilla" where to get off.

The carnival was a combined effort of several community elements. Parents and high school students built the booths and games, and local merchants donated prizes. The adult prizes alone amounted to \$1800. Traditionally, the carnival is a family affair, well attended by local residents and high school students. (Charlotte Woodward, Portland DRC)

IF WHAT YOU HAVE DOESN'T FIT, make something that does.

That was the case at the Detroit DRC when an especially large billboard was rented to promote Project

AHEAD. Because of the board's size, 17x40 ft., the regular 24-sheet Project AHEAD billboard paper couldn't be used.

Bud Matych, NW Ayer representative, conducted his own talent search and finally selected **Sergeant Nate Griffin**, **Corporal Joanna Vories**, **Sergeant Carolyn Allen** and **Specialist 5 Bill Weatherell** to appear on the Detroit version of a Project AHEAD billboard.



The A&SP Division took the photographs for the billboard and the local outdoor sign company did all the rest, converting the pictures into one life-like painting that was finally posted. (Nancy Barone, Detroit DRC)

LETTING THE ARMY SELL ITSELF to prospective recruits is what **Sergeant First Class John A. Seek** believes.

With this in mind, it was only natural that the Woodburn, Ore., recruiter should take a group of students from the local high school health occupation class to tour a major Army medical center.

Six high school juniors and seniors accompanied Sergeant Seek on a tour of Madigan Army Medical Center near Tacoma, Wash., and all of the youngsters came away with a better impression of the Army medical field. "I can tell them (potential recruits) what the Army can offer," Sergeant Seek said, "but they will accept it better if they hear it from someone of their own age group." (PAO, Madigan Army Medical Center)

BY ENLISTING THE ARMY RESERVE (the help of the Army Reserve, that is), **Sergeant First Class Sandy Stewart** was able to help the Lakeville, Minn., high school move into a new school building.

Unable to do much in the massive move by herself, she recruited the 695th Transportation Company

(USAR) and other Reserve units to provide the manpower and the horsepower to get the job done.



SFC Sandy Stewart at school.

School authorities faced with a moving deadline were deeply thankful and Sandy expects to see them all again by graduation time, and well before it, too. (SFC Jim Klett, Minneapolis DRC)

WHEN TWO PUPPETS NEEDED A HAND, three military nurses in Dallas were on hand to provide them some handy assistance.



The puppets, "Mrs. McBurney" and "Mr. RAY-TEC," of the Johnson & Johnson Patient Care Division were part of that company's exhibit at the convention of the Association of Operating Room Nurses recently held at the Dallas Convention Center. Giving them a hand were, from left, Lieutenant Commander Elaine Dlouhy, US Navy; Captain Barbara Kelly, US Army; and Captain Marjorie Ream, USAF. (Jack Moser, Dallas DRC)

"WE'VE WATCHED SO MANY RECRUITERS receive gold badges that we were beginning to think we would never have the chance of wearing them" commented **Sergeant First Class Kenneth A. Jackson**, senior guidance counselor at the Jacksonville DRC.

Now, all seven guidance counselors in that DRC comprise the first all-gold badge counselor section.

They are recognized by the Jacksonville DRC recruiters as an integral part of what the DRC calls, "the number one recruiting team" in USAREC.

Like most AFEES counselor shops, there are no established working hours. It may be an eight hour day, or it can be a lot longer. The creation of an honest, courteous approach to the applicant has led to a very professional unit. The counselors feel the Jacksonville DRC field recruiters have been the key to a smooth, confident operation. When people arrive from the field for processing, they know exactly what is going to happen and their paperwork is in order.

"This makes our job a lot easier and shows us that the field recruiters know their jobs," said **Sergeant First Class James A. Childers**.

There is a reason the field recruiters are so well-informed. SFC Jackson attends the weekly DRC staff meetings and has the opportunity to discuss problems and procedures with the area commanders and their assistants. This is the most direct means of communication and avoids misunderstandings.

The relationship between the counselor and the recruiters has become "a family affair." The personal touch of the recruiters has made the applicants aware of the purpose of the guidance counselor. "They listen to us and understand that we're really trying to help them," said **Sergeant First Class Don Hughes**. (Jacksonville DRC)

"GO ARMY" is found everywhere on stickers, slogans, bumper markings, and in the darndest places.

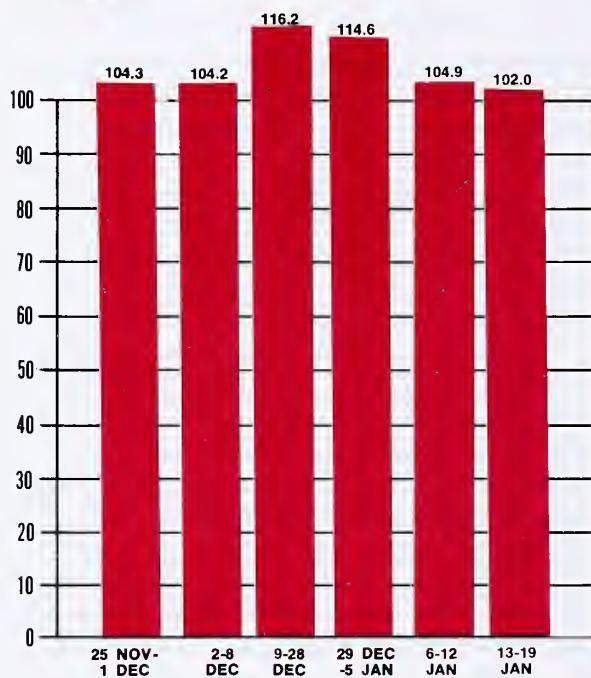


A Wichita, Kan., recruiter, **Sergeant First Class John M. Brown**, took advantage of that state's personalized license tag purchase option to let people know that they should "Go Army." (John Nienstedt, Kansas City DRC)

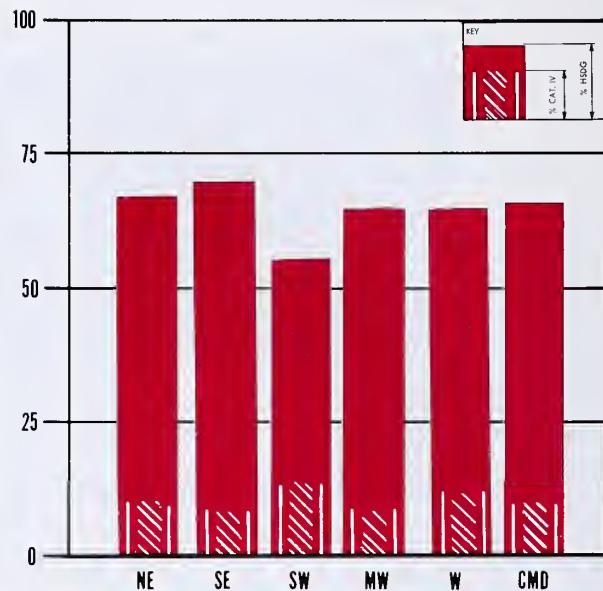




Q-2



Percent of weekly NPS objective accomplished for shipping weeks indicated



Percentage distribution of NPS high school diploma graduates and NPS male Cat. IVs by region as of 19 Jan.

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the period 2 Sep. through 19 Jan.)

18 of 18 weeks	Atlanta Cincinnati Cleveland Columbia Columbus Concord Indianapolis Jacksonville Miami Montgomery Nashville Raleigh Richmond San Juan Syracuse	Little Rock Niagara Falls Portland 15 of 18 Houston Kansas City New York 14 of 18 Los Angeles Newburgh New Haven Sacramento	11 of 18 Chicago Milwaukee 10 of 18 Minneapolis 9 of 18 Newark Salt Lake City San Francisco 8 of 18 Amarillo Boise Oklahoma City Omaha	
17 of 18	Baltimore Dallas Jackson Lansing Philadelphia Phoenix Washington, D.C.	13 of 18 Albany New Orleans Pittsburgh Seattle	7 of 18 Peoria 6 of 18 Boston St Louis	
16 of 18	Charlotte Denver Detroit Honolulu	12 of 18 Albuquerque Harrisburg Helena Louisville Providence San Antonio Santa Ana	5 of 18 Des Moines 4 of 18 Fargo Sioux Falls	

Rankings based on preliminary information received from regions. Does not include bonus credits.

QIPS credits/recruit		QIPS credits/recruiter	
1. SERRC	5.426	1. SERRC	23.751
2. NERRC	5.336	2. SWRRC	17.473
3. MWRRRC	5.234	3. WRRC	14.509
4. WRRC	5.198	4. NERRC	16.021
5. SWRRC	5.198	5. MWRRRC	14.073
Command	5.296	Command	16.654

Top 20 DRCs

1. San Juan	6.284	1. Raleigh	36.085
2. Boston	5.827	2. San Juan	28.542
3. Helena	5.673	3. Jacksonville	27.849
4. Fargo	5.672	4. Columbia	27.072
5. Atlanta	5.652	5. Charlotte	26.667
6. Albany	5.630	6. Jackson	24.528
7. Miami	5.617	7. Honolulu	23.760
8. Raleigh	5.602	8. Concord	23.179
9. Columbia	5.576	9. Lansing	23.097
10. Syracuse	5.556	10. Montgomery	23.013
11. New Haven	5.536	11. Nashville	22.462
12. Harrisburg	5.535	12. Atlanta	22.204
13. Sioux Falls	5.507	13. Richmond	21.825
14. Concord	5.500	14. Little Rock	20.265
Honolulu	5.500	15. Denver	20.098
16. Jacksonville	5.464	16. Pittsburgh	19.798
17. Pittsburgh	5.444	17. Miami	19.567
18. Jackson	5.417	18. Albuquerque	19.234
19. New Orleans	5.381	19. Newburgh	19.183
20. Milwaukee	5.365	20. Syracuse	19.048

National Guardsmen

Those behind you

By LTC RAYMOND E. BELL, JR.
New York State Army National Guard

Guardsmen frequently visit Army posts and schools of the Regular Army to get to know you better. At the same time, for you in the Regular Army, it is an opportunity to get to know those "behind" you. They are men and women who are part time soldiers and who, in time of national emergency, will respond to the President's call.

But whether in Tuscaloosa, Ala., or Corning, N.Y., those in Army green have responded to another call. They responded to the gover-

nor's call for help in a natural disaster, because they were National Guardsmen — part of the governor's military forces. Guardsmen are prepared to serve either the federal or state governments.

Today, it is a sign of the times that the One-Army concept is really working. This is in large part due to the different components getting to know each other better by working closely together.

An excellent example of cooperation is recruiting. In New York for instance, Guardsmen have desks in the local Army recruiting stations. When a young man or woman enters, the recruiters can offer one more option and that is, instead of

going away the individual can return to his neighborhood and regular job after initial training.

But aren't Guard and Regular Army recruiters in competition with each other? Their efforts actually tend to complement rather than detract. For example, when a young veteran without a high school diploma visits the station and finds he cannot return to the Regular Army, he can join the Guard where his experience is also needed. Being able to accommodate him helps both the Guard and the Regular Army.

This close association between National Guard recruiters, who are essentially civilians on active duty for a short time, and the professional



Those behind you

soldier also up-grades the Guard's image. The Guardsman learns to conform to the high standards of the Active Army and the ability to do so adds to the Guard's prestige.

The Active service is finding its association with its reserve components profitable as well. Where there is a man or woman in Army green, there is one more opportunity to tell the Army's story. It matters not that the National Guard supplies a helicopter to carry a Regular Army recruiter to a local school. The helicopter is seen as an Army helicopter, no matter what the markings. In isolated communities such cooperation becomes all the more important, since the local Guard unit and the Army recruiter are the sole contact the public has with the Army.

Within the past three years the participation of young women in the Guard has climbed astronomically. Women have entered many different fields formerly reserved for men. Women can serve in such diverse positions as, assistant division commander, chaplain, personnel specialist and vehicle operator.

The reaction to women in the Guard has generally been favorable. There are still those who can not accept the idea that another man's private world has been shattered. But having a young lady going about her business in a professional manner does wonders to a unit's morale — and its attitude.

In many other ways, the Guard has changed radically in the past few years so that one can rightfully say a new guard is "abuilding." Many joined the Guard in the past to perform their military service rather than go on active duty. Today the individual joins the Guard without compulsion. He can certainly use the extra money, but membership in the



Guard isn't a substitute for a full time job. The economic situation therefore is not helping the Guard like it is the Regular Army.

Although the character of the Guard is changing, there are other aspects of the organization which bear close attention. Perhaps the most important is the need for better understanding of what the Guard is and what it can and cannot do. Since the likelihood of service beside a Guardsman is a reality, it seems only appropriate that the Regular Army soldier know who his civilian counterpart is.

The ranks of the Guard are filled with men and women with all kinds of motivation and they come from all different walks of life. Many find an opportunity to express

their "other selves" or the opportunity to pursue activities which relieve the day-to-day boredom of civilian jobs. Others wanted a professional military career but family circumstances prevented it. Many like the pay and benefits, but if one is looking for the optimum of material benefits, it is not to be found in the Guard. Whatever the motivation, it is important to remember that for most, being a Guardsman is an avocation, not a vocation — and Guardsmen must be judged on that basis.

There are those, however, who are "full time" guardsmen and who perform functions similar to those members of the armed forces of states like Switzerland or Israel. There, a small permanent establish-



At left, a Guardsman loads a UH-1 "Huey" gunship for a practice firing run.

At far left, members of the Guard clear fallen trees in a community action program.

Below, Mary Anne Krupskak, New York's Lieutenant governor, reviews candidates at the State OCS.



ment performs administrative, training and logistical functions for the part time forces. The full time Guardsmen are either state or federal civil service employees. Most are DACs who drill with their units on the weekends or evenings and perform normal military functions dur-

ing the day. These are "technicians" who form the backbone of the whole organization and provide continuity.

Each company sized unit has one or more administrative/supply technicians. In the unit when it drills, he may be the supply sergeant or a platoon sergeant, but during the

day the entire administrative and supply burden rests on his shoulders. Each level of command up to division has its complement of technicians.

In addition, there is a force of technicians who operate and maintain equipment so the Guard has been able to take advantage of the large amount of expertise coming out of the Regular Army.

At the top of the pile is the Adjutant General who is like the Chairman of the Joint Chiefs of Staff. The commander-in-chief is the state governor.

Training is usually conducted at the local armory during the year. This is an Army post unto itself since practically everything can be done in it, to include shooting and marching. In many, even vehicle driver training can be conducted. In New York City, where some armories occupy a whole city block, sub-caliber artillery firing has been conducted.

The armory building has been an important link between the Guard and the community. Although during Vietnam the armory became more of an isolated bastion than a link, it remains a symbol of the Guard slogan, "The Guard Belongs." The Guard stands ready to help when needed in the community. Its work in the community is part of its stated mission — to be able to react to the governor's call — as well as be prepared to go to war.

The Army National Guard is a changing and unique organization. Its heritage is older than the United States itself. The Regular Army careerist is going to serve with Guardsmen and Guardswomen in future conflicts just as Guardsmen fought beside their counterparts in past wars. You should know they stand behind you and will, if need be, fight beside you.

Lieutenant Colonel Raymond E. Bell, Jr., is assigned as the recruiting and retention manager of the New York Army National Guard, Albany, New York.

Help the prospect buy with the 200 card

The 200 card — a terrific recording system for prospects and sales. But more than this. The 200 card — a help in identifying the "buying signals."

By JOE R. CALDWELL

Little Rock DRC

The professional salesman doesn't sell anything — he simply helps the prospect buy what the prospect wants.

To help the prospect buy what he wants, the Army recruiter — a professional salesman — must first identify the prospect's "buying signal" that tells the recruiter "this is what I want to buy that the Army has to offer."

To identify the prospect's buying signal, the professional salesman asks leading and probing questions to draw out responses from the prospect that help the salesman match the needs and desires of the prospect to the product or products available.

To obtain these responses the professional salesman uses a variety of techniques and tools.

One of the most valuable of these tools for identifying the prospect's buying signal is the prospect card.

The professional salesman fills out a prospect card on each person he talks to, and he keeps them in a personal file. Why does he do this? Is it for keeping a record of prospective customers?

Many salesmen think record keeping is the only reason, and the 200 cards do make an excellent recording system of prospects and sales; but to any truly successful salesman, the record keeping is only one of many uses of the prospect card.

Consider now one use of the prospect card that some recruiters

may not have thought about.

One of the first steps toward making a sale is to create a rapport with your prospect. The salesman must meet the potential customer on a common ground. By doing this the salesman creates a feeling of ease and trust, establishing a more effective line of communication with his prospect.

New 200 cards are in the field. The main feature of the card is the addition of the Privacy Act statement which is to be torn off and given to the applicant when the interview begins.

Some other features include: one format for all four cards in the series; a prospect status section indicating where in the recruiting process the recruiter stands with the applicant, and color coding.

The 200-3 (ASVAB) is being printed now; the 200-1 (Prior Service) will be printed when the current supply is depleted and the 200-2 (REACT) will be printed when a new contract is awarded at the start of FY77. The regulation accompanying the series should also be at recruiting stations now. Contact your DRC if you have not received your copy.

For instance, successful automobile salesmen often ask, as one of their card questions, what kind of automobile the person now owns. If the customer replies that he is now driving a '71 Belchfire station wag-

on, the salesman might ask, "How do you like that car?" If the customer says, "I've hated that car for almost four years. It's the worst car I've ever had." In all honesty, the salesman can say that others have made that comment.

Of course, the salesman has no doubt heard both good and bad opinions of the '71 wagon, but arguing with the prospect would not build rapport. Nor can anything be gained by doing so. On the other hand, by empathizing with the customer he has created a common bond. The customer now feels that the salesman understands his problems with the old car and will probably know what he wants to find in a new one. Rapport has been established.

The Army recruiter can use the 200 card in much the same fashion.

As the recruiter fills out the 200 card, he comes to the "occupation" block; the prospect responds that he is a tune-up mechanic for one of the local new car dealerships. The unseasoned recruiter might blow the sale at this point by immediately beginning a presentation of the many jobs available in the Army for those with mechanical aptitude. The professional recruiter/salesman might, at this point, ask, "How do you like what you're doing now?" and learn that the prospect was interested in getting into a people-oriented job like personnel or recreation.

Responses to additional questions on the 200 card might lead the recruiter/salesman to further buying signals and help make the prospect's final selection, and the recruiter's job easier.

On being a success **'Work at it'**



MSG Kenneth L. Metcalf, career counselor for III Corps Artillery, Fort Sill, accepts the Meritorious Service Medal and congratulations from General **Bernard W. Rogers**, commander of FORSCOM, after being named that command's Career Counselor of the Year. Sergeant Metcalf's wife, June, accompanied him to Fort McPherson for the ceremonies.

What does it take to become a good career counselor?

"Just work at it," says Master Sergeant Kenneth L. Metcalf, career counselor for III Corps Artillery at Fort Sill. And quite a few people agree because Metcalf was selected as the Career Counselor of the Year for FORSCOM.

Sergeant Metcalf wasn't spilling any secrets when he said career counselors need to have a high visibility in their units. "Visibility and the Golden Rule — treat people as you would want to be treated — are the basics to adhere to," Metcalf said. "Be available to help if a man's wife needs a ride to the dispensary, if he has pay difficulties, if he needs help to study for an MOS test.

"You wind up being something of a 'father image' to some people," MSG Metcalf added. "A good career counselor has credibility, is known as someone who can be trusted.

"With credibility and trust, a career counselor's job is simplified: just tell the truth about the Army and let the cold facts do the convincing," Metcalf declared. "People respond to a positive career counselor, and reenlistments just seem to happen."

Sergeant Metcalf noted that credibility and trust in a career counselor works up as well as down in a unit.

"The career counselor has to establish a good rapport with his fellow NCOs and the officers in the battalion," Metcalf added. "It's good that my Army background is in field artillery; I know my way around CorpsArty and can provide technical information relative to the unit mission when called upon to do so.

"You have to know and understand what a unit's mission is, and the problems that can come up," Metcalf said. "It's good if a career counselor can talk to commanders, officers and NCOs as one field artilleryman to another. I've spent a lot of time in a field artillery motorpool, and I know what the people there are doing.

"When I'm face to face with the CO, he knows that I know what I'm talking about," Metcalf said. "I make it my job to keep up on the command's morale and how the commander's policies affect his people."

Sergeant Metcalf said more than just "eyeball-to-eyeball" conversation with the commander is needed. "You have to watch for the right time to make your point. Wait until the commander is receptive to your point, or make him receptive with your positiveness.

"Once in this position, command support for reenlistment will 'just seem to happen' just like reenlistments 'just seem to happen.'"



Spotlite

One recruiter's philosophy

By **JIM KLETT**
Minneapolis DRC

"I want the applicant to think of me as a person he can trust — a person who is going to be as straight with him as he is with me. I want prospects to know they don't have to check with anyone else to determine whether or not I've told them the truth. That's the favorable impression I try to establish," explains Staff Sergeant Kenneth C. Robinson.

The idea is part of the overall recruiting philosophy of the Minneapolis, Minn., recruiter, who has received just about every award a recruiter can. The list includes the Meritorious Service Medal, Outstanding Field Recruiter Award, and the coveted gold recruiter badge.

"A recruiter has to motivate himself. I always set my goals beyond those that have been set for me. If I have an objective of four and I've got four coming out of the DEP, my own objective is made when I get four more."

"A recruiter also has to be flexible. I had a man in my office this morning who said he wanted to be an Army cook. Testing showed color blindness so he couldn't be a cook. But I knew that the important thing to remember is that the man didn't come into my office to be a cook, he came in to join the Army. I recalled the man had said he would like to 'see a little action.' Where is there more action than in the combat arms airborne?"

"Another important thing a recruiter must do is get involved with the people in his area, know what businesses are strong there and what his local organizations are. Find out how he can assist them. I wear my uniform everywhere — the barber shop, the bowling lanes — everyone knows I'm in the Army."

"At the bowling lanes a few weeks ago a group of school teachers were joking with me about my uniform. I pointed out that they had all been teaching for years and none of them had yet gotten to Europe where I knew they all wanted to go. When I told one of them she could sign up for Europe, she enlisted and left for basic a week later."

Has he noted any change in the average Army prospect during the time he's been recruiting?

"They're much more sincere, and there's not the feeling of being forced. They want to be in the Army. For example, a girl came in six months ago and said she wanted meteorological observation in the Army. She was a high school graduate but I had to tell her, sorry, you don't have the qualifications. Two weeks ago she came in and showed me her transcript from the University of Minnesota where she had taken the prerequisites for the assignment. She left last week."



SSG Robinson is convinced that trust is the most important element in a recruiter/applicant relationship.

The Minneapolis recruiter goes everywhere in his uniform. Everyone knows that he represents the Army.



Credibility: *you can't succeed without it*

By DIANNE FIERRO
Albuquerque DRC

If you've ever talked with high school students, you know honesty is a must. Staff Sergeant Tom Madrid, gold badge recruiter in the Albuquerque DRC, noted "High school students are not easily fooled. If they ask a question you can't answer, don't try to bluff them. They'll call you on it, and your credibility will suffer."

In many communities the recruiter is the only contact a prospect and his circle of influencers may have with the Army. Whether or not the recruiter's message will be accepted depends on his credibility.

Quality young people are not likely to be fooled by half-truths. "Quick sell" by deception is not a recruiter's tool. His concern should be the long-term satisfaction of his enlistees, enlistment of their friends, and their lasting goodwill. The word travels fast, and dishonesty will return to plague a recruiter.

But what if your own basic training is eight or ten or even 15 years into past history? How do you answer a question honestly about basic training, how bad the food is or how short hair is cut now?

The recruiter who wants to be believable must take the extra time to keep up-to-date about all facets of Army life. Some recruiters are learning these facts under an Army exchange program with drill sergeants which gets them out of their station and back onto a training center. Master Sergeant Georgia McClelland, an Albuquerque DRC guid-

ance counselor who recently visited Fort Ord under the program, commented, "It's a valuable experience for anyone in recruiting to see the many changes a new enlistee faces."

To a confused prospect, seeing the answers to his questions in writing or pictures make the recruiter's message more credible. Pull out a Post Book or a Fairchild film, and show your prospect what an Army base looks like. Cut out illustrated articles from *Soldiers* or the *Journal* about life during BCT and on different posts, and mount them in protective notebooks for the prospect to look at. One Santa Fe, N.M., recruiter made a bulletin board using pictures and news releases of local enlistees showing what job they chose and their post assignment, along with letters from happy enlistees.

Another recruiter posts pictures of recruiters in some of their overseas assignments — hiking in Germany or fishing in Alaska — lending credibility to the slogan "Live and Work in Places Tourists only Visit."

Enthusiasm is desirable in a sales talk, but the credible recruiter can not "oversell." Painting an unrealistic picture of the Army for the prospect will lose the recruiter a "satisfied customer". Balance is the key.

Point out the new, higher pay scale and extensive medical benefits, but don't forget that soldiering hours can be long and tiring. Play up the fun of travel and adventure, but remember that education benefits depend on available post time and money. The recruiter should not promise more than he can deliver.

As a guidance counselor, a OOE must also be aware of credibility. He must insure that the applicant understands what he is enlisting for before he enlists. A prospect who joins with a wrong interpretation of a promise will tell his hometown friends that the Army didn't hold up its end of the deal.

Educators, both counselors and teachers, who are in daily contact with prospects, can be invaluable to a recruiter's credibility. An active DEP program in a high school will help convince an educator that the Army recruiter wants students to stay in school. The Albuquerque DRC has found both on-post educators' tours and college courses about military benefits go a long way toward convincing them that the Army is sincere about soldier education.

Initial contact with a high school should be with the attitude of "How can I help you?" Offer your resources to the school. Teach a class, help arrange a career day, or bring in Army speakers — but don't promise what you can't deliver. Helping counselors keep track of seniors, graduates, and dropouts will also lend credibility to the Army message. Let them know when a student enters the DEP or enlists for active duty, and bring them back to the school for a visit while they're on leave to tell others of their experiences.

Now take another good hard look at yourself, Sergeant. You are the Army in your community. Do the young people you talk with believe what you tell them?

Station Commanders' training ideas

This continuing feature is designed to assist station commanders with their professional development programs. It does not replace district and regional programs, guides and schedules. It is not intended to be a schedule at all; instead, feel free to adapt it to your local needs and situation as you see fit. Be sure to add to the list of references materials you have on hand. We recommend that you clip out these articles and keep them for future use.

SUBJECT AREA	REFERENCES	OBJECTIVES AND/OR REMARKS
Transition From Salesman to Supervisor	Appendix E Special Text 12-163	As a supervisor maybe you're new on the job or have been a supervisor for years. As a supervisor we must look at ourselves often and we know from our self-evaluation we need to improve at times in several areas. Appendix E ST 12-163 is an outstanding review of what we should be, and strive to do as a supervisor.
Role of the Reserve Components in National Defense	Chapter 33 Special Text 12-163	In 1969 the Army's Reserve Components, composed of the Army National Guard (ARNG) and the US Army Reserve (USAR) made up 29 percent of the Army's total strength. What cooperation of the active Army is required? What are the echelons of responsibility of the Army Reserve? Review Chapter 33 ST 12-163.
The US Army Reserve	Chapter 34 Special Text 12-163	Review the background, mission and categories of the Army Reserve. Who can enlist and what is the reserve assignment upon completion of active duty? Review Chapter 34 and most questions you have been asked will be answered.

OOE quiz

Policy Branch of Recruiting Management receives questions from the field on a daily basis. Those printed below are representative of the inquiries received most recently. Both questions and answers were provided to the *Journal* by Professional Development, Recruiting Management, HQ USAREC.

1. A prior service applicant enlisting in pay grade E-3 has 2 years and 6 months previous service. Is he eligible for enlistment?
2. When, if ever, is a former Regular Army enlisted person on TDRL eligible to reenlist?
3. Who is responsible for payment of travel expenses to AFEES for partially disabled combat wounded veterans?

Answers:

1. He is not eligible for enlistment. AR 601-210, Rule B, Table 2-3.
2. Within 90 days of his removal from TDRL. AR 601-210, Chap. 4, Para 4-46.
3. Individual concerned. AR 601-210, Para 4-42.



Update

TV Spots

By now all DRC/RRC should have received the new TV spots on "Soldier/Student" and "Chaparral" in 60 and 30 second versions.

Distribution was made in sufficient quantities to each addressee so that every TV station in the DRC area can receive one of each. It is recommended that these spots be placed by DRC personnel in personal visits with stations' public service directors or program directors.

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted by **career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14")

RPI 302, Folder, Your career decision.

RPI 303, Folder, How to tell your friends you're reenlisting.

RPI 304, Poster, I'm taking it one hitch at a time.

RPI 305, Poster, The Army's been good to this Army wife.

RPI 306, Poster, When you're doing something of value, you value yourself more.

RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.

RPI 308, Folder, Why are you staying in?

RPI 311, Poster, I want a job with excitement and intrigue.

RPI 312, Folder, I want a job with excitement and intrigue.

RPI 313, Poster, I like going to school and getting paid for it.

RPI 317, Poster, Now I'll be working near home.

RPI 319, Poster, I'd like to live in Europe. Not just visit.

RPI 325, Poster, \$8,000 is \$8,000.

RPI 331, Poster, Music is where I want to be.

RPI 332, Folder, Music is where I want to be.

RPI 334, Poster, How to tell your friends you're reenlisting.

RPI 349, Decal, We serve proudly.

RPI 356, Label, Career Counseling. 3-1/2"

RPI 357, Label, Career Counseling. 9"

RPI 358, Label, Career Counseling. 1"

RPI 366, Booklet. Take a look at all the things you've been taking for granted.

RPI 381, 24 Month Reenlistment Activities Reminder Schedule. (Limited quantity)

RPI 921, Poster, Start college while you're serving.

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

Senior Schooling

Eleven lieutenant colonels in USAREC, ten of them DRC commanders, have been selected to attend the Army War College or the Air War College in FY 77.

To attend the Army War College are:

- LTC Vincent A. Apruzzese, Raleigh DRC
- LTC Willard M. Burleson, NYC DRC
- LTC James L. Caddigan, Jr., Philadelphia DRC
- LTC James F. Cullen, Los Angeles DRC
- LTC Diane Dicke, HQ USAREC (RM)
- LTC Robert G. Haltiner, Lansing DRC
- LTC Robert F. Rogan, Omaha DRC
- LTC John E. Sobraske, San Francisco DRC

To attend the Air War College are:

- LTC Robert A. Hefford, Dallas DRC
- LTC Donald K. Johnson, Indianapolis DRC
- LTC William C. Sanders, Jackson DRC

Award Winner

A three-minute public service TV film made for USAREC was the winner in the television commercial category at the Virgin Islands International Film Festival.

"The Golden Knights," which depicts the precision of the Army parachute demonstration team, won the Silver Venus Award at the festival.

The winning film permits the viewer to function as a member of the team, joining hands with other team members thousands of feet in the air in the Knights' famous flying circle. The film was produced by Ayer Public Relations Services, a division of N.W. Ayer ABH International.

The festival attracted more than 2,000 entrees from 38 countries. A Canadian-produced feature film, "Lies My Father Told Me," won the Gold Venus award as the best film of the festival.

Area Commanders Meet

Fifty brand-new area commanders, most of whom arrived in USAREC in January, attended meetings at the Sheraton Inn in Indianapolis during the weeks of 3-10 February and 11-18 February. These sessions were a continuing part of the PD program for Captain Area Commanders as described in the January issue of the *Journal*.



Update

Officer Program Workshops

In December each recruiting region sent representatives to HQ USAREC to discuss current management of the officer programs in which USAREC is involved: ANC direct commission, WAC direct commission option, OCS enlistment, Warrant Officer Flight Program (WOFI) and USMA and USAMAPS recruiting support activities.

Problem areas discussed include: warrant officer flight physicals (liaison visits to military medical facilities involved are being made with the object of developing better working relationships); OCS (initial screening and examining board procedures were examined with the intent of developing ways to make them more effective) and discrepancies and incompleteness of WAC direct commission applications.

Similar meetings are planned for the future.

Free Ads

From Linda Wright of the Balboa, Calif., recruiting station, comes the suggestion that recruiters use 3x5 index cards posted in supermarkets, barber and beauty shops, to advertise their opportunities. A suggested text is: "People wanted for interesting jobs in mechanics, electronics, communications and other jobs. No experience necessary; will train. For an interview, call _____."

ROTC Scholarships

Army ROTC is accepting applications for two-year college scholarships. These scholarships pay full tuition, books, educational fees and \$100 per month subsistence allowance for up to 20 months. In addition, students receive approximately \$500 for advanced camp, normally attended between the junior and senior years of college. Along with the scholarship benefits, winners may also be eligible to receive GI Bill educational benefits.

Eligibility requirements are:

- Have at least one year of active duty;
- Be under 25 years of age when eligible for commissioning;
- Have at least two years, but not more than 2½ years, of college credit;
- Have a GT score of at least 115;
- Be accepted by a college for enrollment in the fall of 1976; and

- Be a US citizen.

Upon graduation, the former EM will be commissioned as a second lieutenant with a four-year service obligation.

Complete information on this program is contained in AR 145-1 and DA Circular 145-100. Applications should be requested from: Army ROTC Scholarships, Fort Monroe, Va., 23651. Deadline for applying is April 15, 1976.

Bicentennial Posters

The first two of a projected six-poster series with a bicentennial flavor should have already arrived at recruiting stations. Initial distribution of 20 posters to each recruiter, of all six designs, should be completed in May.

The first two posters are "Valley Forge" and "Purple Heart." The second pair of posters, "Private Johnson" and "Revolution," should arrive sometime in March. The third pair, "Molly Pitcher" and "Minuteman," should be sent out in May.

Posters are on "soft sheet" poster paper, and are 18-1/2 by 26 inches. A month or two after initial distribution is completed, they will be listed as available for requisition on the "RPI Status Sheet."

The final pair of posters is currently contingent on fund availability in the fourth quarter. Should budget constraints cause cancellation of the final pair of posters, recruiters will be notified by HQ USAREC.

Bonus Dollars

Money for enlistment bonuses in FY 77 (Oct 76 to Sep 77) will be only a third of what it was in FY 76. To insure that the available dollars in FY 77 are spread among the greatest number of combat arms enlistees, the following actions have taken place or will:

- Effective 1 Feb 76, bonuses for MOS 15E, 16D, 27E and 27H were terminated.
- Effective 1 June 76, bonuses for MOS 05E, 12E, 15D, 16E and 16P will be terminated.
- After 31 May 76, maximum enlistment bonus payable will be reduced to \$1500, and available only to high school diploma graduates in mental categories I, II and III.

For the Record

QIPS points per recruiter: According to Lieutenant Colonel Charles H. Ferguson, commander of the Jacksonville DRC, the average number of QIPS points per recruiter in that DRC for the first QIPs year was 508. SFC Gary Foust of the St. Petersburg, Fla., recruiting station, the DRC's top recruiter, amassed 793 points between Sept. 1, 1974 and Aug. 30, 1975.

FORRESTER'S FOCUS

We haven't run a survey, but we have reason to believe that the most widely read piece of correspondence which leaves USAREC Headquarters is the periodic flyer titled Forrester's Focus. The reason is simple: it is the commander talking to every member of the command.

Of equal importance is the little coupon on the bottom of the reverse side. This is your way of talking to the commander...telling him your ideas to do the job better and/or to save funds.

A recent suggestion indicated the need for a benefits RPI which could be given to prospects to briefly explain the benefits of the Army. Staff work is being completed on the folder and it will be in the field early in 1976.

Another idea was to have our recruiters buy gasoline at self-service stations whenever possible. The area commander who submitted the suggestion indicated that recruiters in his zone saved \$80 in one month. Command-wide, that's a bundle.

Another wrinkle is being added to the suggestion program. Final plans are being worked out to make the Focus suggestions part of the Army's suggestion program. This will mean cash for money saving ideas...all the way up to \$25,000!

For those of you who have been thinking about sending in an idea, but haven't gotten around to it, we have printed a coupon on the bottom of this page. Keep those cards and letters flowing.

Commanding General
US Army Recruiting Command
Fort Sheridan, IL 60037

Dear General Forrester: I have an idea which might work for you command wide:

Sorry I ran over. Please see attached sheet.

Name _____

Address _____ Phone _____

The Secretary of the Army's choice

'Being selected as Recruiter of the Year means you represent all the recruiters in the Army and the job they do . . .'

**—SFC Willie A. Jenkins—
FY 75 Recruiter of the Year**

By **WILLIAM H. CAMPBELL**
Washington DRC

Twelve years in the Army — what do they get you? In the case of Sergeant First Class Willie A. Jenkins, it's recognition as the Secretary of the Army's Recruiter of the Year.

The next question is, "How do you get to be recruiter of the year?" Beyond the mechanics of nomination, records screening and selection

boards, it's not an easy question to answer.

When asked, the soft-spoken Jenkins replied, "I'm not vain enough to think I'm the best recruiter in the world. There are six other recruiters in the Anacostia station, and they're all very good at their jobs. Everyone from the station commander on down works as part of the recruiting team. Being selected as Recruiter of the Year means you

represent all the recruiters in the Army and the job they do . . .

"The selection board is not looking for a superman," Jenkins said. "It's looking for the variety of activities that characterize a good recruiter."

Jenkins continued, "It's not just military qualifications either — a man's involvement in the community is also considered. You can't recruit effectively if you're not a part of the community. That's why long-term assignments are important. I've been here in Anacostia for five years, and each year I meet people and find out new things about the community that help me work better as a recruiter."

Sergeant Jenkins added that there is nothing magic about sitting in one spot for five years, but that the key is to make intelligent use of the time and opportunities offered by community involvement. "You can never be satisfied that you have 'the answer.' The community is always changing, and recruiting itself has changed tremendously in the time I have been here."

When asked to identify the most important resource in his neighborhood, Jenkins responded, "Your best



resource has to be the local high school if you work it correctly. I'm not saying to camp on the school's doorstep, but the administration and the guidance counselors have to know you and your program. The Army is a good career option for many high school graduates. Not everyone belongs in the Army, just as not everyone can be an accountant or a teacher. The recruiter's job is to be ready, on a regularly scheduled basis, to answer questions and talk about the Army."

The most important step in working with a school is to get to know the guidance counselors and let them know you're not trying to encourage people to drop out of school, Jenkins said. The recruiter simply provides career information on one very good option for students. "Then you can get a lot of help from the counselors."

At that point, you are ready to talk to the students, Jenkins said. "Some people want to be sold on going into the Army, but many just want the facts and will make up their own minds. Personally, I think the Army has a good deal to offer a young man or woman, and recruiting shouldn't be too difficult with the things that we have to offer. The only problem is getting the right information to the right people."

As Jenkins walks down the corridors of Ballou High School, it is evident that he practices what he preaches. Every staff member at Ballou seems to know the sergeant, and his relationship with the counselors is professional, but relaxed and personal. From the variety of posters and RPIs located in the counseling offices of Ballou High School, information on all Army opportunities is readily available. Besides his regular visits to the school, SFC Jenkins finds he is constantly getting leads from the school. Sometimes the students call, others just walk in and announce "Miss Adams, the senior counselor, sent me."

Sergeant Jenkins' approach to dealing with high school students is strictly low key. "What the students



Recruiter of the Year SFC Willie A. Jenkins discusses Army career opportunities with Mr. James T. Toliver of Ballou High School.

want and need is information. They are intelligent young people who appreciate a straight-forward answer to their questions. It's important that you establish an honest relationship with a prospect. He has to feel that you are sincerely concerned with his welfare.

"I do everything I can to help the students. For example, I've helped some good students win four-year scholarships to college by helping them write their resumes. True, they may never go into the Army, but the dividends are fantastic. First, something like that has to be a great personal satisfaction. Then it also gives you a credibility with the students that money couldn't buy. When I stop having an honest concern for my prospects, then I'll have to find another job."

When asked about recruiting as a career, Sergeant Jenkins replied that it can be a great career if you like people and are willing to put in the long hours necessary. "Recruiting is the kind of job that can overwhelm you if you let it. Organization

is the key. Have a plan and work at it steadily and constantly. My normal day runs from 6:30 in the morning to as late as 11 at night.

"It sure helps to have an understanding wife. My wife is great! Although she works and we have five sons, she still finds time to make house calls with me. She also comes up with some pretty good leads, too."

As much time as he spends on the job, Sergeant Jenkins still finds time for other activities. Last year he umpired in the local Little League, served on the public relations committee of the PTA for Orangewood Elementary School, and coached football for the Camp Springs Boys Club.

Concerning his plans for the future, Jenkins replied, "Well, my future is in recruiting for the foreseeable future. Once I retire, I plan on returning to teach at Mississippi Valley State College. But that's a long way off and right now, I've got some recruiting to do . . . weekly objectives, you know."

UNIVERSITY OF FLORIDA
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Secretary of the Army's
Recruiter of the Year
FY75

SFC Willie A. Jenkins

